

This is a sample of the instructor materials for *Health Services Management: A Case Study Approach*, eleventh edition, by Ann Scheck McAlearney and Anthony R. Kovner.

The complete instructor materials include teaching guidelines for all 62 cases and answers to the book's discussion questions.

This sample includes the instructor resources for Case 43, "Should XYZ Healthcare Organization Make the Baldrige Journey?"

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Case 43: Should XYZ Healthcare Organization Make the Baldrige Journey?

John R. Griffith

1. What should Sarah include in a two-page executive summary of the summary she has created?

- For each of the seven sections outlined, she needs to highlight the driving force behind success. For example, Leadership (category 1) relies on a well-defined leadership system that clearly outlines the categories of employees, and what their roles are within the organization. Additionally, leaders and managers are measured on their ability to achieve preestablished, well-communicated and understood goals.

2. Sarah also thinks she needs an “elevator speech.” It starts with something like, “XYZ is great, but we can make it greater. It’s a win–win for everybody—patients, caregivers, other XYZ associates.” Help her finish the speech by adding 250 words about why the Baldrige journey is a good idea for XYZ.

- Answers could include any of the following:
 - It forces our organization to reassess our way of doing things and determine if it is best for our employees, patients, and bottom line.
 - It ensures that we clearly communicate with our employees about organizational goals and expectations, and it ensures a formalized process for bidirectional communication.
 - It provides a framework for our organization to do what is best for our employees, patients, and therefore community.

3. What should the chief operating officer be thinking? Before she tells Sarah to present the summary to the senior leadership, what actions should she take as COO?

- The COO should be thinking about the cost vs. benefit of this undertaking and gauging if the organization is ready for the changes that come with a “Baldrige Journey.” Additionally, is the organization in a financial position to allocate the needed resources for a successful journey?
- The COO should complete an assessment on all areas of the Baldrige criteria and determine where the organization falls in terms of meeting said criteria. The assessment needs to use a “traffic light” system to easily establish the current status of the organization.